



SOUTHERN AFRICA REGIONAL ACTION PLAN
FOR THE WOMEN'S LEGAL RIGHTS INITIATIVE
OCTOBER 1, 2003 – SEPTEMBER 30, 2005

A Task Order Proposal Under the Women in Development IQC
Contract No. GEW-I-00-02-00016-00

Submitted to:
U.S. Agency for International Development

Submitted by:
Chemonics International Inc.

June 8, 2004



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ACRONYMS

| | |
|-----------|--|
| ANC | African National Congress, South Africa |
| AU | African Union |
| CBO | Community-based organization |
| CEDAW | Convention on the Elimination of All Forms of Discrimination Against Women |
| CLC | Community Law Centre, University of Western Cape, South Africa |
| CRC | Convention on the Rights of the Child |
| CSO | Civil society organization |
| DV | Domestic Violence |
| DANIDA | Danish International Development Agency |
| EGAT/WID | Office of Women in Development |
| FRELIMO | Front for the Liberation of Mozambique |
| GL | Gender Links |
| ICT | Information and Communication Technologies |
| IAWJ | International Association of Women Judges |
| IQC | Indefinite Quality Contract |
| IMF | International Monetary Fund |
| NGO | Non-governmental organization |
| NDI | National Democratic Institute |
| NISAA | NISAA Institute for Women and Development, South Africa |
| OMM | Mozambican Women's Association |
| OSI | Open Society Institute |
| PRSP | Poverty Reduction Strategy Paper |
| RCSA | Regional Center for Southern Africa |
| RENAMO-UE | Mozambique National Resistance – Electoral Union |
| RWM | Rural Women's Movement |
| SADC | Southern African Development Community |
| SADC PF | SADC Parliamentary Forum |
| SADC RWPC | SADC Regional Women's Parliamentary Caucus |

| | |
|--------|--|
| SACU | Southern African Commercial Union |
| UNDP | United Nations Development Program |
| UNIFEM | United Nations Development Fund for Women |
| USAID | United States Agency for International Development |
| VAW | Violence Against Women |
| WAR | Women Against Rape |
| WiLDAF | Women in Law and Development in Africa |
| WLR | Women's Legal Rights Initiative |
| WLSA | Women and Law in Southern Africa |

Executive Summary

The United States Agency for International Development (USAID) Women's Legal Rights Initiative (WLR) is designed to strengthen and promote women's rights by providing opportunities for women to meaningfully participate in economic, social, and political aspects of their communities. To achieve this objective, the WLR team designed a series of activities with USAID/Regional Center for Southern Africa (RCSA) for the Southern Africa region that will increase opportunities for women and improve their legal status. Following the completion of an assessment and analysis visit to the region in August and September 2003, proposed recommendations for the scope of WLR activities were approved by USAID. Those activities are incorporated into this regional action plan, including resources, targets, and expected results. The activities were designed based on the current legal, social, and political situation in Southern Africa with a focus on women's access to justice, including access to land and resources, especially for rural women, capacity building for civil society organizations, advocacy and litigation strategies for the realization of women's legal rights within the context of discriminatory customary laws and practices, and the cross-cutting issue of HIV/AIDS and its effect on women. The completion of these activities will result in increased access to justice for women, increased capacity of women's leadership, and a stronger civil society sector.

Following guidance from USAID/RCSA, WLR will implement activities from a regional platform for the benefit of the whole Southern Africa region. WLR will focus on six countries, specifically, Botswana, Lesotho, Mozambique, Namibia, South Africa, and Swaziland. This will include close collaboration with USAID bilateral Missions in Mozambique, Namibia, and South Africa and USAID non-presence countries, Botswana, Lesotho, and Swaziland.

WLR activities will achieve results in all four intermediate results (IRs) that contribute to the Office of Women in Development's (EGAT/WID) SO3 - *Women's Legal Rights Increasing Protected*. The legislative framework will be strengthened by educating advocates for women's rights on evidence based advocacy and impact litigation (IR 1). WLR will work to enhance the role of the justice sector in effectively handling equality issues; understanding the application of domestic and international human rights law; and overcome discriminatory customary practices (IR 2). Civil society capacity will also be increased through programmatic partnerships designed to increase awareness and advocacy skills, provide more resources, and assist women in engaging their local governments (IR 3). Public awareness of the issues affecting rural grassroots women and their legal rights will be raised both as a result of the training sessions and public awareness campaigns conducted by the civil society organizations (CSOs), rural women and local community structures, supported by WLR (IR 4). The activities of the project are detailed below:

Inventory of Research on Rural Women's Access to Justice. There is a gap in the availability of research and documentation on issues of women's access to justice, including such issues as maintenance, inheritance rights, gender violence, access to land and resources, and the role of customary law. While many conferences and workshops have been held in the region over the

past four years, there has been little or no coordination of research findings or best practices. Prior to implementing a regional program on rural women's access to justice and resources, the WLR will document research, best practices, cases, materials, networks, legislation, policies, bills in draft form, organizations, campaigns, and popular educational resources. A partner non-governmental organization (NGO) in each of the six countries will be the main contact for the data collection process. Sharing of the expertise from all of Southern Africa will facilitate stronger networks regionally as well as those that are country specific. All the information will be made accessible by website and CD Rom.

Capacity Building for Civil Society Organizations. Another focus area will be CSO capacity building. The assessment and analysis visit revealed a serious lack of capacity among CSOs and NGOs throughout the region, especially with regard to those organizations whose constituency is based in the rural areas. WLR will focus on four main areas of capacity building including organizational development, leadership skills, public awareness campaigns, and substantive training on women's legal rights related to access to land and resources. Organizational development and sustainability for the civil society sector will be enhanced through training on tools for sustainability through revenue diversification, such as social enterprise, income generation, donor roundtables, and forging links between private sector and NGOs. This component of WLR activities is essential to develop the sustainability of civil society organizations and ensure their capacity to continue to advocate for women's legal rights.

Advocacy. Another area of focus is the development of legal advocacy and litigation strategies in the region on the issue of rural women's access to justice, economic rights, land and resources. There have been successful advocacy strategies undertaken in the region that focus on the adoption of laws, engaging in impact litigation, and the development of public awareness activities. A regional approach to this issue allows for the sharing of best practices, lessons learned, and successful strategies. To optimize the resources at hand, WLR will work in partnership with several Southern African local partners. A seminar will be held in July 2005 in Southern Africa with participants selected by WLR. At this hands-on seminar, advocacy strategies that are country specific will be shared. Cumulatively, these strategies on inheritance and succession law, customary law, economic rights, and access to land and resources will have a regional impact.

Public Awareness. The rights of rural women to land, the problems of interpretation of customary law and practices that deny women inheritance rights, the loss of women's access to resources due to the increase in HIV/AIDS, and the lack of women's awareness of the rights that they do have, were all identified by WLR as urgent issues in Southern Africa. A public awareness campaign geared to the rural population in all six countries, produced by the rural women's CSOs, in local African languages, using the media of rural radio, theater, storytelling, literacy training, and existing channels of information dissemination currently used by rural organizations will be the focus of this component

The WLR team will work in coordination with other USAID programs, international donors, government, and civil society organizations to avoid duplication of effort. WLR will work closely with USAID Missions and officials in non-presence countries. Implementation of the regional action plan will be guided by the goals and objectives of the Office of Women in Development (EGAT/WID) and USAID Missions in Southern Africa.

SECTION I

Introduction

A. Women's Legal Rights Initiative Objective

The Women's Legal Rights Initiative (WLR) team, in collaboration with the Office of Women in Development (EGAT/WID) and USAID Missions worldwide, is working to strengthen and promote women's legal rights and participation by enhancing opportunities for women to meaningfully participate in the economic, social, and political dimensions of society. To achieve these goals the project coordinates with international donors and local stakeholders to provide strategies to identify constraints, discern gaps, and document best practices in knowledge and practice related to women's legal rights.

B. Country Selection Process

The WLR team initiated consultations with EGAT/WID and the USAID Africa Regional Bureau on April 2, 2003 to ensure that country selection was consistent with USAID priorities in the region. Bureau representatives Curt Grimm, Carla Komich, Ajit Joshi and Afia Zakiya recommended communicating through cable with all USAID Missions in Africa to identify interest in accessing WLR project services. A cable was sent on April 15, which resulted in 11 responses from Missions in Benin, Ethiopia, Liberia, Madagascar, Malawi, Mozambique, Niger, Democratic Republic of Congo, Tanzania, Rwanda, and the Regional Center for Southern Africa (RCSA). The WLR team was very encouraged by the widespread interest in strengthening women's legal rights throughout Africa, however, due to limitations in the scope of work, only four countries were chosen for the first three years of the contract.

Responses to the WLR announcement cable were assessed and ranked by the WLR team in early May 2003. The evaluation of Mission responses was based on six objective criteria designed to measure the potential impact a project could have in a given country. The review and ranking of the responses revealed that a regional approach would be most appropriate for addressing region-wide women's legal rights needs while facilitating optimal use of WLR resources. WLR recommendations were shared with the project's Cognizant Technical Officer (CTO) and representatives of the Africa Regional Bureau on May 21. These recommendations were further reviewed by the relevant country desk officers. The final decision on priority countries was made in consultation with the Regional Bureau on June 5, 2003 and included the Regional Center for Southern Africa (RCSA), Madagascar, Benin and Rwanda.

To best serve the Southern African region, activities undertaken by WLR will be implemented from a regional platform. While the impact of the entire WLR project will be regional, best practices and lessons learned will be extrapolated from research, legislation, litigation, and other activities that are either already being carried out in some of the countries in the region, or are activities that will be undertaken by WLR itself.

SECTION II

Key Assessment and Analysis Findings

The WLR team worked closely with USAID/RCSA, USAID/Mozambique, and USAID/South Africa to identify and organize activities for the initial assessment and analysis phase conducted in Botswana from August 19 to September 2, 2003; in Mozambique from September 2 to 7, 2003, and in South Africa from September 7 to 12, 2003. Members of the democracy and governance teams at the three USAID Missions (RCSA, Mozambique, and South Africa) provided guidance and assistance to identify ongoing programs, constraints to women's legal rights, gaps in knowledge and practice, and the current social, political, and economic context. Consultations were conducted with government agencies, civil society groups, international organizations, and other stakeholders to identify priority issues, potential partners, and existing activities.

Recommendations from the assessment and analysis report are incorporated into this regional action plan to meet the identified needs of USAID/RCSA in compliance with the WLR task order's scope of work. The action plan will target issues to be addressed, using local and international resources to achieve goals and objectives that strengthen women's legal rights, reinforce Mission objectives, and complement ongoing activities.

After a careful review of all the information obtained in the assessment and analysis process, the WLR team made the following findings related to legislative framework, justice sector enforcement, civil society advocacy, and public awareness.

A. Women's Legal Rights Status and Constraints

A1. Legislative Framework

Many norms and standards in the Southern Africa region promote women's legal rights. The 1997 Southern Africa Development Community (SADC) Declaration on Gender and Development commits SADC and its member states to repeal and reform all laws, constitutional provisions, and social practices that discriminate against women and children. It also commits member states to enact laws that protect women and children against violence such as sexual offenses and domestic violence. All Southern African states are now signatories to CEDAW, with Swaziland having only ratified without reservations on March 26, 2004. The national governments in the SADC region have national gender policies, programs and plans of actions. Many of the countries have established gender focused institutions within their national governments for the promotion of women's human rights. However, there is a great difference between the *de jure* and the *de facto* situation for women.

A major advocate in the engendering of parliaments has been the SADC Regional Women's Parliamentary Caucus. However, very little has been done to mainstream gender into legislation other than for those issues considered to be specifically related to women and children. Many of the laws of trade, business, employment, tourism, commerce, and property are discriminatory.

However, all parties consulted agreed that the greatest need is implementation and the resources required for implementation. Parliamentarians need to be equipped with to effectively oversee budgetary processes to ensure that gender is mainstreamed into those budgets, and that adequate resources are allocated for the implementation of the legislative framework.

Increasingly in sub-Saharan Africa, the context within which women's human rights are to be protected and realized is one of decentralization or decentralizing states. Contemporary decentralization is changing the relationship between citizens and the state, and is having an impact on the entitlement of citizens to certain rights and in this particular case, on women's entitlement as citizens to the protection and realization of their rights, as required by international and national legislation. A significant reason to undertake regional and comparative initiatives, such as the RCSA, is the determination of whether in practice this decentralization reforms, contributes to, or hinders the realization and protection of women's rights.

A2. Justice Sector

One critical area in judicial enforcement is the intersection of violence against women and children and HIV/AIDS, with the lack of responsiveness of the justice system to address this fact and provide for any remedies for women. In fact, Women and Law in Southern Africa (WLSA) has made gender and HIV/AIDS their main research project for 2004. This is an approach that should be implemented at a regional level to ensure HIV/AIDS is a lens through which all areas of discrimination against women are viewed. Without remedying the inequality of women and improving judicial enforcement of legislation in a gender-equitable manner, the prevalence of HIV/AIDS in Africa will continue to worsen.

A3. Civil Society

There are a number of civil society organizations in Southern Africa whose activities and mandate have a particular regional focus. WLSA and Women and Law in Development in Africa (WiLDAF) both have regional Southern African programs for achieving law reform and consistency of legislative frameworks. The SADC Women's Parliamentary Association's activities, described herein, while less civil-society based, enhance opportunities for civil society to engage in advocacy. Gender Links has also conducted training sessions, advocacy campaigns, and public awareness campaigns with a regional focus.

Civicus, a worldwide umbrella organization for civil society, hosted its world assembly in Gaborone, Botswana in March 2004, with 800 participants from 110 countries in attendance. The Civicus headquarters is in South Africa. Their world assembly provided an opportunity for NGOs to network and learn more about advocacy and public awareness campaigns. Another aspect of Civicus programs is a civil society index that is currently being carried out by 40 countries to assess gaps in the civil society framework.

A4. Public Awareness

Both WLSA and WiLDAF have carried out regional public awareness campaigns on issues such as inheritance law, customary law, divorce and family law, and violence against women. Gender Links has also conducted regional campaigns and public awareness on women in the media and violence against women. The organization conducted an extensive campaign in South Africa as part of its 16 Days of Activism against Gender Violence. WLSA's research is grounded in the experience of women in the region, and then translated into advocacy and public education materials and campaigns.

B. USAID Programs and Partners

The USAID Regional Center for Southern Africa (RCSA) based in Gaborone, Botswana currently covers 12 of the 14 member countries of the Southern African Development Community SADC, namely Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe. The Regional Center focuses on democracy and governance, natural resource management, regional market integration, agriculture as well as cooperation with regional organizations.

RCSA supports regional democracy and governance (D&G) initiatives in three main areas: improving electoral and political processes, reducing corruption, and increasing media freedom. The Regional Center assists the Southern African Development Community Parliamentary Forum in promoting the adoption and application of national electoral norms and standards. It has a particular focus on the SADC countries that will hold general elections in 2004 including Namibia, Malawi, South Africa, Mozambique and Botswana. USAID/RCSA is also working with the Institute for Democracy in South Africa to generate information on the state of democracy in the region and disseminate it to advocates for improved governance. In all of its D&G activities RCSA concentrates on creating regional linkages among stakeholders to promote democratic norms and achieve regional D&G impacts.

The final year of funding for the current strategy is FY 2003. USAID has developed a new strategy for Southern Africa covering FY 2004-FY 2010. The new strategic plan focuses on four strategic objectives (SOs) that aim to improve economic competitiveness, rural livelihoods, electoral competition and management of river basins in Southern Africa. Gender is a crosscutting theme that will be mainstreamed into the overall program. Future programming in the area of democracy and governance will build on past successes in fighting corruption and promoting media freedom and electoral norms and standards. Additionally, USAID/RCSA will expand its activities into human rights and the rule of law. The Women's Legal Rights Initiative has been integrated into the new strategic plan. Implementation of the new strategic plan will begin in October 2003.

C. Donors and International Organizations

The European Union (EU) countries and USAID are the largest donors to the Southern African Development Community countries. The EU and the United Nations Development Program (UNDP) support media freedom, and the International Monetary Fund (IMF) provides funding for anti-corruption initiatives. UNDP is a regional advocate for programs emphasizing the role of

parliaments in the governance process. They also work in partnership with other organizations to ensure the inclusion of a gender perspective in the parliamentary budgetary process. The EU funds a comprehensive program on gender violence.

The United Nations Development Fund for Women (UNIFEM) is working closely with SADC to build gender capacity in the region's governments, through gender analysis training, national and regional internships, and the creation of a fund to support pilot projects and action research that promote women's economic and political empowerment. To strengthen civil service accountability, assistance is being provided for public sector reform, changes in the codes of conduct, review of public administration and anti-corruption acts. Training has also been provided for government and judicial staff in personnel management, public procurement, information systems service contracting, investment procedures and strengthening public services.

Since Botswana was classified as a "middle income" country there has been a significant reduction in donor aid. DANIDA and the Open Society Institute [OSI] have previously funded a program on violence against women in cooperation with Women and Law in Southern Africa and Women in Law and Development in Africa. The UNDP supported activities of the Women's Affairs Department until September 2003. USAID/RCSA is currently focusing its interests in Botswana on democracy and the rule of law, reducing corruption, and ensuring United States and SADC cooperation. Botswana has been identified by the Bill and Melinda Gates Foundation as their primary target country for HIV/AIDS programs to create a model of prevention, treatment, and eradication. At a September 2003 conference of international donor organizations, the Gates' Foundation, the International Aids Trust, the European Parliamentarian Association, and the European Union identified using the SADC Parliamentarian Associations as a model for coordination on the issues of discrimination against women.

There is also a disturbing trend in Southern Africa to significantly reduce funding to organizations working on women's rights. For example, Namibia has been at the forefront of legislative drafting and litigation on violence against women, both with the adopted rape law and the draft domestic violence law, but international donor funding for the rape crisis center and gender and law programs has been significantly reduced, and the national government has not made women's rights a priority to fund.

D. Government Agencies

Southern Africa has a regional governing structure in the form of the Southern African Development Community. The ultimate objective of SADC is to pool resources to achieve collective self-reliance, harmonization and higher living standards for the people in the region. SADC's 14 member states are Angola, Botswana, Democratic Republic of Congo (DRC), Lesotho, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, and Zimbabwe.

The principal institutions of SADC are the Summit, the Troika, the Organ on Politics, Defense and Security, the Council of Ministers, the Integrated Committee of Ministers, SADC National Committees, the Standing Committee of Senior Officials, and the Secretariat. The 1992 treaty

establishing SADC also provided for a tribunal to ensure adherence to and proper interpretation of the SADC treaty and declarations. However, this tribunal has not yet been established.

The Summit is the policy-making branch of SADC and is composed of the heads of state. President Sam Nujoma of Namibia is the current chairman of SADC. In 1997, the Summit signed a Declaration on Gender and Development, which calls for the equal representation of women and men in the decision-making of member states and the achievement of at least 30 percent target for women in political and decision-making structures by 2005. The Declaration also commits SADC member countries to repeal and reform all laws and practices that discriminate against women. In addition to the Declaration, the Summit adopted an Addendum to the Declaration on Gender and Development on Violence Against Women and Children, which commits member states to enact laws that protect women and children against violence.

The SADC Secretariat, based in Gaborone, is the principal executive institution within SADC. It is responsible for strategic planning, coordination, and management of SADC programs. The current SADC Program of Action has over 400 projects with a total estimated value of \$8.09 billion. The Secretariat is responsible for gender mainstreaming in all SADC programs and activities. A Gender Unit within the Secretariat designs activities aimed at implementing the Declaration on Gender and Development. The Gender Unit has a permanent slot at the Heads of State Summits to report on its work. Currently, the Unit is in the process of finalizing a report on the progress of initiatives dealing with violence against women in the region. This report has been in development for three years, as has the Gender Monitor that should be published every year. The Gender Unit has only two full-time staff members making it difficult to accomplish tasks in a timely and efficient manner.

SADC also has an Engendering Parliaments program under the 1,800 member SADC Parliamentary Forum. It is designed to equip both female and male members of parliament with gender analytical skills and information. Particular attention is paid to the practical needs and strategic interest of women parliamentarians to be effective as legislators. Through this program the SADC PF seeks to “facilitate the review of existing laws and passage of gender sensitive laws and policies.” To this end, the project has facilitated the creation of Women’s Parliamentary Caucuses, which have successfully lobbied SADC country parliaments to pass laws that specifically protect the human rights of women. However, little has been accomplished in terms of mainstreaming gender into laws that are not specifically meant to protect women’s rights. The SADC Parliamentary Forum and the SADC Gender Unit have coordinated to establish the Regional Women’s Caucus to assist female members of parliament to strategize on addressing women-specific issues in their respective parliaments.

SECTION III

General Approach to Regional Action Plan Implementation

A. Approach to Action Planning

The WLR team worked closely with USAID/RCSA to identify recommended activities based on the assessment and analysis trip to the region. These recommendations for programming were made as part of the assessment and analysis report that was provided to the USAID Missions as well as EGAT/WID. After approval of those recommendations, the WLR developed this action plan with specific activities designed to achieve those recommendations. This action plan forms the basis for the Years 2 and 3 of the WLR work plan and will be implemented in coordination with USAID.

The activities will reinforce the Missions' relevant strategic objectives and complement other Mission activities. The WLR has designed these activities in a manner that does not duplicate the work of other donors and that promotes the increased protection of women's legal rights and economic empowerment. This action plan will detail the coordination of work with existing Mission and DCHA/DG programs in the democracy and governance realm and other relevant sections. The action work plan provides activities that will achieve the stated objectives, provide the time frames for achieving those objectives, the responsible parties, and the targets that will be illustrative of the expected results.

B. EGAT/WID, USAID Mission, and Regional Center Strategic Objectives

Office of Women in Development (EGAT/WID). The Women's Legal Rights project is designed to contribute to EGAT/WID's SO3 - *Women's Legal Rights Increasingly Protected*. The project will be reported under the following WLR intermediate results:

- ***IR 1 - Support Improved Legislation to Protect Women's Rights.*** WLR will facilitate development and promotion of legislation supportive of women's legal rights by providing legal drafting assistance and training on international human rights standards.
- ***IR 2 - Enhance Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women's Rights.*** WLR will contribute significantly to this IR through technical assistance to justice sector officials in areas such as the application of international human and women's rights law in domestic situations.
- ***IR 3 - Strengthened Civil Society Organizations Ability to Advocate for Women's Legal Rights.*** WLR will contribute to this IR by introducing innovative and sustainable advocacy training projects of legal assistance and legal literacy.
- ***IR 4 – Increased Public Awareness of Women's Legal Rights.*** WLR will contribute to this IR through legal literacy campaigns that inform women and the public about

women's legal rights, economic empowerment, and available mechanisms for enforcement.

USAID Mission and Regional Center Strategic Objectives. The WLR project will contribute to USAID/RCSA SO16 - *Improved Electoral Competition in Southern Africa* - as well as democracy and governance Strategic Objectives for bilateral Missions in Southern Africa, for example, USAID/Mozambique SO10 – *Municipal Governance Increasingly Democratic*.

C. Guiding Principles

The WLR project will focus on *strengthening and promoting women's legal rights* worldwide. While many of the activities designed and implemented by the WLR team will be specific to a given country, they will be guided by four key principles:

Building partnerships and leveraging resources. WLR will seek to build onto existing projects and initiatives that address local needs and do not reinvent the wheel. Cooperation with other donors, international organizations, and CSOs will be essential to building partnerships as well as leveraging resources necessary to ensure sustainability.

Stimulating discussion and action on WLR and economic empowerment. WLR will help stimulate discussion with Missions, project partners, and host-country institutions on the value and critical linkages of strengthened women's legal rights. WLR will emphasize that economic empowerment is the basis for women being able to pursue and achieve their legal rights. WLR will demonstrate the importance of women's legal rights and act as a resource for USAID, local and international partners, and the donor community.

Providing results-oriented technical assistance that promotes participation and transparency. WLR will design tools for decision makers and advocates, as well as tailored technical assistance packages for EGAT/WID, regional bureaus and Missions. WLR-designed and/or supported interventions will be linked to well-defined opportunities, involve local partners, be responsive to local needs, and provide the opportunity for the introduction of new approaches and methodologies to women's legal rights. WLR will incorporate lessons learned locally and globally, constructing new models, as appropriate.

Capacity strengthening, fostering sustainability, leadership and ownership and building public-private partnerships. WLR is a short-term effort, and as such, it is imperative that project activities strengthen local institutional and partner capacity, as well as identify and foster capacity, leadership and ownership at every level possible, in each focus country. Building public-private partnerships is imperative to ensure funding sources that will allow local institutions to become sustainable.

SECTION IV

Detailed Approach to Regional Action Plan Implementation

A. Regional Action Plan Goals and Results Framework

The goal of the WLR project is to strengthen and promote women's legal rights and participation by enhancing opportunities for women to meaningfully participate in the economic, social and political dimensions of society. The issues of women's access to justice, issues around customary law, the lack of legal aid, the need for legal literacy, the development of advocacy strategies, regional networking, and the need for public awareness and education will all be addressed through training, technical assistance and capacity building for women's organizations, local governments, the judiciary, civil society and women's rights advocates. In order to combat these problems and achieve our objectives, we will conduct programming under the framework of **women's access to justice** focusing on rural women's legal rights related to access to land and resources, specifically maintenance, inheritance and customary law; civil society capacity building; training on test case and impact litigation; legal literacy and public awareness. There will be four cross-cutting themes in programming, including HIV/AIDS; sustainable economic empowerment; networking, both regionally and electronically; and violence against women.

B. Coordination with USAID

This action plan will be implemented in coordination with USAID and will reinforce the Missions' relevant strategic objectives and complement other Mission activities. The WLR team will ensure that the activities in the action plan do not duplicate the work of other donors and that they support the goals and objectives of this project. Implementation of this project will be guided by EGAT/WID's CTO and SO team and by Mission strategic objectives. In all cases, the WLR team will ensure maximum collaboration and coordination with USAID programs and partners, with particular attention paid to the strategic objectives of USAID/RCSA as well as USAID Missions in Namibia, Mozambique, and South Africa. This will also include coordination with key officials in USAID non-presence countries of Botswana, Lesotho and Swaziland.

The local WLR staff and consultants, as well as Washington, D.C.-based core team members, will be in regular communication with all the partners, local, and international, consultants via e-mail, telephone, and fax. Local consultants will be available to attend meetings and provide requested data or information. USAID will be advised of and invited to participate in all activities such as training sessions, roundtables, or other relevant meetings. The Missions will be provided with regular updates and all required reports on a timely basis.

C. Collaborating Partners, Leveraging of Resources, and Plans for Sustainability

To leverage resources and achieve sustainability, in addition to our expected results, the WLR program will ensure coordination with a wide variety of partners and stakeholders. It will be unnecessary to organize new coordinating groups or coalitions as they already exist for the issues

we will be pursuing. Significant coordination efforts are already underway in the field of women and the law, which we will work with, participate in, and monitor, to ensure efforts are not duplicated and that our goals are achieved. This coordination will ensure that all of our program activities will complement those being conducted. To implement the projects described herein, the WLR team will collaborate with a number of local organizations, some of which will become partners of the Project and some that will serve as resources to the Project. These will include:

- Women and Law in Southern Africa (WLSA) – to enhance their regional research activities in all six countries and leverage their networking activities on advocating for women’s legal rights and conducting evidence-based advocacy.
- CSOs working on issues affecting rural women including Emang Basadi in Botswana, the Women’s Legal Centre in South Africa, the Rural Women’s Movement in South Africa, the Legal Assistance Centre’s Gender Program in Namibia, WLSA in Lesotho, the Gender Coalition in Swaziland, MULIEDE in Mozambique, and others.
- The international NGO, The Centre for Development and Population Activities, CEDPA, a sub-contractor of the WLR task order – to provide regional expertise and linkages to the WLR through their ongoing programs in South Africa.
- Women’s Legal Centre in Cape Town – to provide research on customary law issues as part of its customary law litigation program.

The WLR team will finalize this action plan in May 2004 after consultation and input from USAID and partner NGOs. The WLR Legal Specialist and the Project Director traveled to the region in March and April 2004 to meet with USAID/RCSA and discuss the regional action plan. The WLR team also hired a Women’s Legal Rights Regional Coordinator, Doo Aphane, and initiated the process of establishing a WLR office in the region.

Women’s Legal Rights Regional Coordinator Doo Aphane will begin in May 2004. She will serve as the regional focal point for WLR activities and work throughout the region in collaboration with USAID Missions. Ms. Aphane will be based in Swaziland and be responsible for the daily operations of the regional program, recruitment of local consultants, coordination of program activities and regional workshops, and the collection of best practices.

Involvement at all stages of the process by CSOs and government is necessary to ensure sustainability of the efforts. It is imperative that citizens are aware of their rights and have the tools to demand that their rights are enforced. Empowerment is a critical issue that must be instilled in the community and remain long after the WLR project is completed. Empowerment to pursue one’s legal rights includes a number of components addressed in the WLR project including appropriate legislation that complies with human rights standards, well-trained justice sector professionals (including judges, lawyers, police, and prosecutors), and a well-informed citizenry with the resources and ability to pursue their rights.

D. Staff and Management

Long-term WLR Regional Coordinator Doo Aphane of Swaziland will be responsible for the day-to-day local administration and content of the regional program. A full-time administrative assistant will be hired in June 2004 to provide technical and administrative assistance to the Regional Coordinator. Ms. Aphane will report directly to WLR Project Director David Vaughn and WLR Legal Specialist Susan Bazilli. Ms. Bazilli will travel to the region as needed to be updated on the status of the projects, provide technical assistance and programmatic troubleshooting. There will be regular communication on a daily basis by e-mail, phone or fax between the regional office and Washington, DC. The core team will also identify local technical experts on topics to travel to the region to provide assistance and/or training to support the program. Local consultants, in coordination with partner organizations, will identify local experts and organizations to achieve the goals of the project.

E. Key Regional Action Plan Components

The WLR team has identified four major areas for cooperation and assistance on the issue of **women's access to justice**: including land, resources, property, assets, housing, and economic rights. The five component areas for the program are:

- the development of an inventory of all existing research and documentation on rural women's access justice around issues of resources, including inheritance, maintenance, land, and assets in the region to be shared regionally by electronic data base.
- capacity building for national and regional CSOs and NGOs working on the legal rights of rural women.
- the development of a grassroots public awareness campaign on women's access justice focusing on the legal obstacles and gaps, what the law says, what women are doing to address the issues, what legal entitlement exists but is not being utilized – and the campaign will use all forms of media with a particular focus on rural radio.
- the development of a regional training manual on advocacy

The overview and strategy, key activities, resources, and targets are detailed below.

E1. Component One: Inventory of Research on Rural Women's Access to Justice

Overview and strategy. During the assessment visit, it was clear that there was a gap in the availability of research and documentation on issues of women's access justice in the rural areas, particularly with regard to access to economic resources such as implementation of maintenance laws, inheritance rights, land, assets, and the overwhelming impact of HIV/AIDS in rural communities. While many conferences and workshops have been held in the region over the past four years, there has been little or no coordination of research findings or best practices. Prior to

implementing a regional program on women's rights to land and resources, the WLR will document research, best practices, cases, materials, networks, legislation, policies, bills in draft form, organizations, campaigns, and popular educational resources. A partner NGO in each of the six countries will be the main contact for the data collection process. Sharing of the expertise from all of Southern Africa will facilitate stronger networks regionally as well as those that are country specific.

Resources. This first component of the WLR activities is essential to ensure that women's access to justice, or lack thereof, regarding their legal rights to resources are well documented in order to develop regional and national recommendations for legislative and economic reform. Organizations in the region that have a long track record in working on women's legal rights, with a focus on the rights of the most disadvantaged women, rural women, will be the key resources for this phase of the WLR program. A partner NGO in each country will collect and submit the documentation, and the material which will be available electronically.

Key activities. The key activity for the research and documentation of best practices will be as follows:

- The WLR Regional Coordinator will coordinate the collection of the data and research to provide the full inventory of material on women's access to justice in the rural areas, focusing on their legal rights to land and resources in the region, in cooperation with the local partners

Component targets. We expect the following target to be achieved:

- Report on best practices and lessons learned related to rural women's access to justice produced and made available on line through a web site for use by advocates, activists, NGOs, policy makers, donors, governments, and other partners, which will include a bibliography, a list of publications, programs and organizations; information on what donors are funding; links to conference proceedings; links to other web sites; an on line repository of papers and documents; and the WLR regional program's own on-line data base.

E2. Component Two: Capacity Building for Civil Society Organizations

Overview and strategy. Another focus area will be CSO capacity building. The assessment visit revealed a serious lack of capacity among CSOs and NGOs throughout the region, especially with regard to those organizations whose constituency is based in the rural areas. WLR will focus on four main areas of capacity building including organizational development, leadership skills, public awareness campaigns, and substantive training on women's legal rights. Organizational development and sustainability for the civil society sector will be enhanced through training on tools for sustainability through revenue diversification such as social enterprise, income generation, donor roundtables and forging links between private sector and NGOs. This component of the WLR activities is essential to develop the sustainability of civil society organizations so that they may continue to advocate for women's legal rights.

Resources. The WLR Regional Coordinator will conduct a needs assessment of CSOs to determine their capacity building needs. The regional women's rights organizations focusing on issues of women's access to land and the rights of rural women, particularly in the face of the pandemic of HIV/AIDS and its disproportionate impact on women will be the primary resource for this component. These organizations include, but are not limited to, Emang Basadi in Botswana; The Women's Legal Centre in South Africa; The Gender Consortium in Swaziland; The Legal Assistance Centre's Gender Program in Namibia; MULIEDE in Mozambique; and WLSA in Lesotho. CEDPA, a WLR sub-contractor, will contribute to this activity through their technical expertise on women's leadership development, civil society capacity building, and particularly their rural radio training tool kit, through their regional field office in Southern Africa.

Key activities. The key activities for civil society capacity building are as follows:

- Assessment to determine the capacity building needs of rural women's CSOs in terms of leadership, funding, resources, and sustainability, in conjunction with the regional coordinating committee established with key WLR partner NGOs.
- Regional workshop, based on the needs assessment, to enhance capacity building and ensure sustainability of WLR activities through other funding sources and substantive expertise.
- Facilitation of members of WLR partner NGOs and CSOs to participate in relevant regional capacity building trainings, for example, on micro-enterprise, social enterprise, management development, leadership, etc.

Component targets. We expect the following targets to be achieved:

- Needs assessment of CSOs in the region completed to enhance their capacity and sustainability.
- Regional coordinating committee established and regional workshop on capacity building and sustainability designed and approved.
- Regional workshop for approximately 30 CSO representatives on capacity building and sustainability completed.
- Findings of needs assessment and regional workshop widely disseminated, including postings on list serves and websites.
- Additional sources of revenue and diversified funding identified for at least three CSOs working on rural women's legal rights in the Southern Africa region.

E3. Component Three: Advocacy

Overview and strategy. Another area of focus on the issue of rural women's access to land and resources is the development of legal advocacy strategies in the region. There have been

successful advocacy strategies undertaken in the region that focus on the adoption of laws, engaging in impact litigation, and the development of public awareness activities. Concurrently, the information provided by grassroots women and their needs also informs the litigation and legislative strategies that advocates engage in to ensure that the changes to the law recognize the real needs of rural women and are accountable to them. How this information is collected and used in advocacy must also be documented.

A regional approach to this issue allows for the sharing of best practices, lessons learned, and successful strategies. To optimize the resources at hand, the WLR will work in partnership with several Southern African local partners. A seminar will be held in July 2005 in Southern Africa with participants from the WLR project. At this seminar, advocacy strategies that are country specific will be shared. Cumulatively, these strategies on inheritance and succession law, customary law, economic rights, and access to land and resources will have a regional impact. In July 2005, participants will convene to report on the progress of their country specific activities. As a result of this process, a publication will be produced, and shared through the WLR regional electronic networking and a Web site. This will be the end of Phase One (2003 – 2005) of WLR activities in Southern Africa, with the documentation herein collected being the possible basis of strategies for the activities of Phase Two (2006 – 2007) of Women's Legal Rights Initiative.

Resources. The WLR program itself will be the resource for bringing together women advocates to share their strategies and experiences on promoting legislation, impact litigation, and advocacy strategies on women's rights. With the WLR's extensive knowledge of organizations and advocacy strategies in the region, the WLR Regional Coordinator and the Legal Advisor will work with partner NGOs, as well as government and other institutions to design the program on Advocacy. A manual on advocacy developed by one of the partner NGOs will be adapted for each of the countries in the region during this process to make it available and pertinent to each of the country programs so as to have a regional as well as country specific focus.

Key activities. The key activities will be as follows:

- One regional seminar on advocacy strategies in the Southern Africa region.
- Development of a manual on advocacy.
- Publication of seminar proceedings to serve as best practices, lessons learned, and successful strategies.

Component targets. We expect the following targets to be achieved:

- Regional advocacy seminar attended by approximately 30 participants from the Southern Africa region.
- Advocacy seminar proceedings published in both print and electronic form.
- E-network as a networking tool and capacity strengthening tool effectively utilized.

E4. Component Four: Public Awareness

Overview and strategy. The right of women to have access to justice is a fundamental right that is overwhelming unavailable to poor women in the rural areas of Southern Africa. The rights of rural women to land, the problems of interpretation of customary ‘law’ and practices that deny women inheritance rights, the loss of women’s access to resources due to the increase in HIV/AIDS, and the lack of women’s awareness of the rights that they do have, were all identified during the assessment visit as urgent issues in Southern Africa. There is a huge gap between what women’s legal rights advocates have been able to achieve with regard to legislative reform and litigation victories and the communication of that information to rural women. Constitutional court cases, the enforcement of CEDAW, changes to laws and policies, may all guarantee increased legal rights to rural women – but those same rights are empty if the very grassroots women themselves do not know that they have rights or know how to access such rights. A second factor is that many of the gains and strides made with regard to the realization of women’s legal rights have benefited the urban and middle class women and not women in the rural areas, the majority of women in Southern Africa. Innovative ways to provide the information on rights to grassroots women will be undertaken as part of the larger public awareness campaign. How the local rural women work with the traditional leaders, most often men; how they work as change agents with the men in their communities; and how women work with their local government structures, will all be examined as potential mechanisms for assisting women in these rural communities to realize the legal rights that they do have.

Resources. Local experts in three areas: women’s legal rights to land and resources, social science research methodology, and public awareness development, will all be resources to this 12 month pilot project, under the direction of the WLR Regional Coordinator. Organizations with expertise on the development of public awareness materials will be the key resources for this component. CEDPA, one of the WLR sub-contractors, will provide access to training on the production of rural radio content through their “tool kit” for production. Existing local rural radio networks will be utilized. Women’s NGOs in each country with expertise in the development of grassroots public awareness materials will provide resources and expertise to the WLR program, as well as organizations with a regional focus on the use of media such as Gender Links and WLSA

Key activities. The key activities for this component will be as follows:

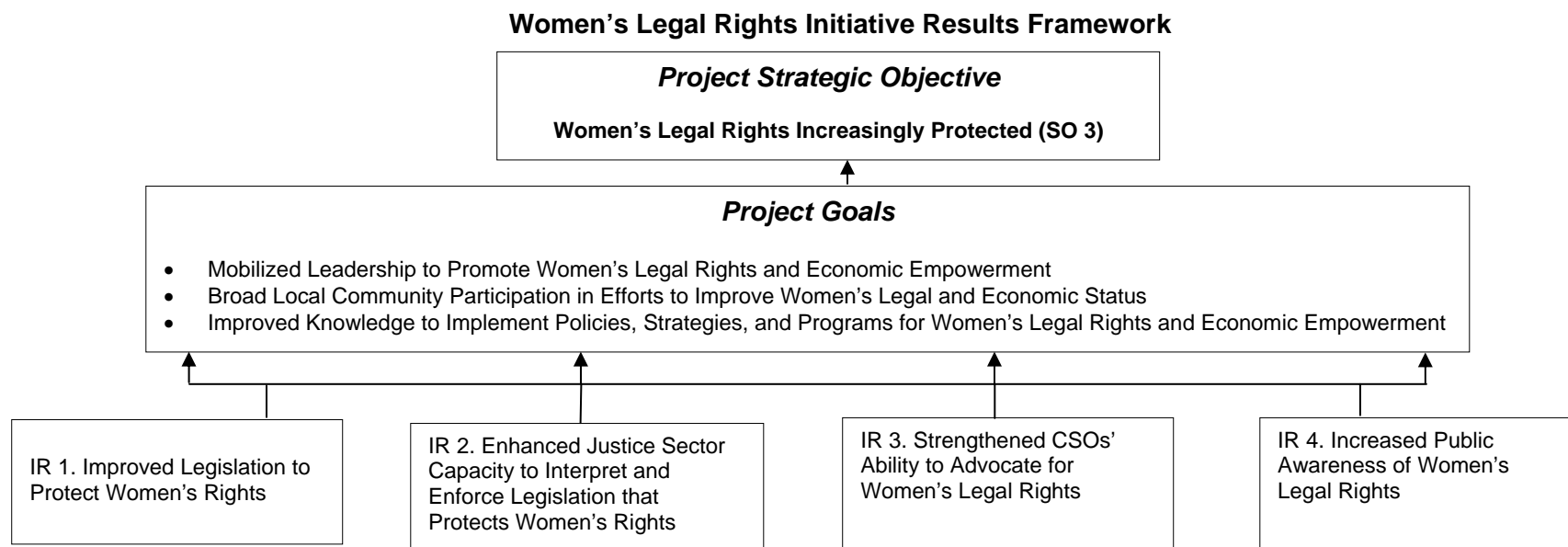
- Design of research methodology to determine women’s understanding of their rights to land and resources.
- Document the role of traditional leaders, local government, and advocacy NGOs in informing the communities of women’s legal rights.
- Work with WLR regional public awareness campaign to inform the communities of women’s rights.
- Recommendations for legal literacy programs published and pilot project expanded

Component targets. We expect the following targets to be achieved:

- Outline of the content for training on rural radio production completed.
- SOW in place with partners for rural radio training.
- Regional schedule for local workshops on public awareness campaigns completed.
- Regional public awareness campaigns using content in multiple media formats prepared.
- Six month public awareness campaign launched on International Women's Day, March 8, 2005 to run to September 2005.

F. Expected Regional Results and Indicators

The chart below presents the results framework, listing overall WLR project goals and intermediate results.



Below is a list of indicators for each of the four IRs which will be used to report progress for the project.

Performance Monitoring Plan **Women's Legal Rights Initiative**

► SO 1: Women's Legal Rights Increasingly Protected

► IR 1: Improved Legislation to Protect Women's Legal Rights

- Indicator 01: Number of changes to national legislation to comply with international human rights standards and commitments
- Indicator 02: Number of legislative actions taken to embody women's rights in law (new, repealed, reformed bills introduced, debated, committee meetings held, working groups conducted, testimony given, voted on)
- Indicator 03: Number of executive branch policy directives in support of women's legal rights

► IR 2: Enhanced Justice Sector Capacity to Interpret and Enforce Women's Legal Rights

- Indicator 01: Percent of violations of women's legal rights (i.e., cases of violence against women, sexual assault, trafficking) reported to police or prosecutors that are presented in court.
- Indicator 02: Number of legal professionals trained in women's legal rights and international human rights law
- Indicator 03: Number of judicial decisions that cite international human rights law
- Indicator 04: Number of mechanisms available for improving access to legal redress (women's bar associations, specialized courts, i.e., family courts, special police cells, units or stations, women in the justice system)
- Indicator 05: Number of legal professionals using project-sponsored publications on women's legal rights

► IR 3: Strengthened CSOs Ability to Advocate for Women's Legal Rights

- Indicator 01: Percent of CSOs utilizing training on women's legal rights and international human rights to advocate for women's legal rights (working in women's human rights research, advocacy, training or legal assistance)
- Indicator 02: Number of CSOs with multiple funding sources
- Indicator 03: Number of CSOs submitting reports to national, regional and international human rights monitoring bodies
- Indicator 04: Number of legislative and/or policy actions taken as a result of civic advocacy (i.e., actions in favor of women's legal rights in cases of rape, violence, land)

► IR 4: Increased Public Awareness of Women's Legal Rights

- Indicator 01: Number of media stories that reference women's legal rights
- Indicator 02: Number of publications or campaigns developed to educate women and the public on women's legal rights

The tables below detail each of the activities for the components, the relevant IRs, the applicable indicator, and the expected results of that activity:

Component One: Inventory of Research on Rural Women's Access to Justice

| Activity | Relevant IRs | Indicators | Expected Results |
|--|--|---|--|
| Development of Inventory of all Research, Laws, Documentation on Women's Access to Justice | IR 1. Improved Legislation to Protect Women's Rights | Indicator 02: Number of legislative actions taken to embody women's rights in law | Better educated justice sector, women's legal rights advocates, NGOs and CSOs, policy makers, researchers, government [all levels], and women's legal rights regional programs on issues of women's access to justice. |

Component Two: Capacity Building for Civil Society Organizations

| Activity | Relevant IRs | Indicators | Expected Results |
|---|--|--|---|
| Needs Assessment to determine the capacity building CSOs in terms of leadership, funding, resources, and sustainability | IR 3. Strengthened CSOs Ability to Advocate for Women's Legal Rights | Indicator 1: Percent CSOs utilizing training on women's legal rights and international human rights to advocate for women's legal rights | Increased percentage of CSOs with the leadership and capacity to advocate for women's access to justice. |
| Regional Capacity Building and Sustainability Workshop for CSOs | IR 3. Strengthened CSOs Ability to Advocate for Women's Legal Rights | Indicator 02: Number of CSOs with multiple funding sources | CSOs will be better equipped to solicit funding. As a result of utilizing techniques from the training, at least three CSOs will have diversified sources of funding. |

Component Three: Advocacy

| Activity | Relevant IRs | Indicators | Expected Results |
|---|--|---|---|
| Regional Seminar on Advocacy Strategies | IR 2. Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women's Rights | Indicator 2: Number of legal professionals trained in women's legal rights and international human rights law | Better equipped legal professionals who can train colleagues on impact litigation. Better understanding of equality principles will ensure better jurisprudence for the rights of women. |
| Regional training sessions on advocacy strategies | IR 3. Strengthened CSOs Ability to Advocate for Women's Legal Rights | Indicator 1: Percent of CSOs utilizing training on women's legal rights and international human rights to advocate for women's legal rights | Increased capacity of existing networks to better share strategies for litigation and legislative drafting. Evidence-based advocacy tools will be developed and shared in both electronic and print publications. CSOs can use this information to advocate with courts and ministries for the full implementation of the law ensuring the protection of rights. |
| Publication of seminar proceedings to serve as best practices, lessons learned, and successful strategies | IR 4. Increased Public Awareness of Women's Legal Rights | Indicator 02: Number of publications or campaigns developed to educate women and the public on women's legal rights | Increased capacity of CSOs as a result of sharing best practices and lessons learned, leading to increased public awareness as the CSOs utilize the techniques and the publication to educate the public on women's legal rights. |

Component Four: Public Awareness

| Activity | Relevant IRs | Indicators | Expected Results |
|---|---|---|---|
| Learn how women are informed of their legal rights in rural areas and what access to legal services they have | IR 4. Increased Public Awareness of Women's Legal Rights | Indicator 2: Number of campaigns or publications developed to educate women and the public on women's legal rights. | Better understanding of the gaps and obstacles that rural women experience will lead to better mechanisms for women to access their legal rights. |
| Participatory training on development of public awareness materials for the legal rights of rural women in local African languages. | IR 4. Increased Public Awareness of Women's Legal Rights | Indicator 2: Number of campaigns or publications developed to educate women and the public on women's legal rights. | Increased legal literacy and ability for women to advocate for their legal rights. Increased public awareness. |
| Public awareness campaign launched on International Women's Day. | IR 3. Strengthened CSOs Ability to Advocate for Women's Legal Rights and IR 2. Increased Public Awareness of Women's Legal Rights | Indicator 01: Percent of CSOs utilizing training on women's legal rights Indicator 2: Number of publications or campaigns developed to educate women and the public on women's legal rights. | Development of more effective advocacy strategies in the area of customary law with regard to land rights. |

Component Six: Pilot Project on Grassroots Awareness Strategies for Rural Women

| Activity | Relevant IRs | Indicators | Expected Results |
|---|---|---|--|
| Grassroots based research with rural women in local communities to determine what women know about their rights to justice and resources; and how their experience will inform the litigation and legislative policies developed by women's advocates | <p>IR 2: Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women's Rights</p> <p>IR 4: Increased Public Awareness of Women's Legal Rights</p> | <p>Indicator 04: Number of mechanisms available for improving access to legal redress</p> <p>Indicator 02: Number of publications or campaigns developed to educate women and the public on women's legal rights.</p> | Better understanding of how rural women become informed of their rights to access to justice; as well as what mechanisms are available to them to access their rights. As well, more accurate documentation of the gaps and obstacles that rural women experience will better inform legislative policies and litigation strategies. |

ANNEX A

Scope of Work

Women's Legal Rights Initiative Scope of Work Women's Legal Rights Regional Coordinator

Background

The Women's Legal Rights Initiative (WLR) team, in collaboration with the United States Agency for International Development (USAID) Office of Women in Development (EGAT/WID) and USAID Missions worldwide is working to strengthen and promote women's legal rights and participation by enhancing opportunities for women to meaningfully participate in the economic, social and political dimensions of society. To achieve these goals the project coordinates with international donors and local stakeholders to provide strategies to identify constraints, discern gaps, and document best practices in knowledge and practice.

Southern Africa Project Design and Implementation

USAID/Regional Center for Southern Africa (RCSA) requested technical assistance for the preparation of a regional program on strengthening the capacity of women's NGOs and Parliamentarians to advocate for women's legal rights through training, workshops, attendance at regional conferences, and the exchange and monitoring of best practices.

To achieve this goal, the WLR team worked closely and in coordination with USAID/RCSA and USAID bilateral Missions in the region to identify priority issues, the stakeholders, necessary activities and the scope of related projects in the Southern Africa region. The WLR team conducted a preliminary assessment and analysis to evaluate the areas where gaps exist in women's legal rights. From that assessment and analysis and recommendations from stakeholders, WLR prepared a regional action plan to provide maximum benefit to ongoing projects and strengthen women's legal rights. Potential partners have been identified and the WLR team will work collaboratively to avoid duplication of projects.

Following Cognizant Technical Officer (CTO) approval of the regional action plan, WLR will begin implementation of the project. The WLR home office team will be supported by a Southern African expert in women's legal rights.

Key Activities and Tasks

The Women's Legal Rights Regional Coordinator will work under the direct supervision of the WLR Project Director and Legal Specialist and participate in the design of the final regional action plan to meet the needs identified through the assessment and analysis report, implement necessary activities, and produce the required deliverables.

Specifically, the consultant will:

- Meet with the WLR project team to identify key program concepts, formalize partnerships with key stakeholders and coordinate regarding design and implementation issues;
- Work closely with the Project Director and Legal Specialist, USAID, local partners, and project recipients to design and implement the work;
- Prepare written reports and implement activities;
- Provide overall support throughout the assignment;
- Document the best practices and monitoring and evaluation;
- Assist in the coordination of regional trainings, workshops, seminars and conference attendance by participants.

Deliverables

For the strategic and work planning implementation, the consultant will be expected to deliver the following in English:

- Daily email updates, conference calls when necessary, and written reports for the home office;
- Monthly programmatic and administrative progress reports;
- M&E Plan and project success stories according to the systems already in place;
- Annual best practices and lessons learned report;
- Other to-be-determined documents and reports requested by WLR/Washington, USAID Missions, or local partners.

Qualifications

- Law or equivalent degree in the social sciences.
- Minimum five years of experience in women's rights, law and/or higher education.
- Excellent command of English.
- Excellent inter-personal and facilitation skills.
- Excellent communication (written and oral) skills.

Timing

The consultant will begin activities on/about May 12, 2004. In collaboration with the WLR/Washington team and in coordination with USAID/RCSA and bilateral Missions, she will implement the regional action plan from May 2004 to September 2005.

Reporting

The WLR Regional Coordinator will report directly to the WLR Project Director David Vaughn and Legal Specialist Susan Bazilli.

ANNEX B**Regional Action Plan October 2003 through September 2004**

| Southern Africa Action Plan October 2003 - Sept 2004 | | | | | | | | | | | | | | |
|---|--|------------|------------|------------|------------|------------|--------------|------------|------------|-------------|-------------|------------|-------------|----------------------------|
| Objectives | Activities for Achievement | Oct | Nov | Dec | Jan | Feb | March | Apr | May | June | July | Aug | Sept | Responsible Parties |
| Management | Ongoing management structure and personnel policies | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | PD, LS, NC |
| | Maintain communications strategy between local office and DC | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | Team |
| | Ensure compliance with USAID financial regulations and Chemonics home-office accounting procedures | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | PA, NC |
| | Monitor and track project funds | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | PA, AA |
| | Maintain communication with EGAT/WID (CTO and CO) and missions | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | Team |
| | Review program implementation progress against work plan (monthly) | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | Team |
| | Maintain M & E Systems | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | Team |
| | Collect information and examples for best practices report | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | Team |
| | Prepare quarterly and annual reports | | | ■ | | | ■ | | | ■ | | | ■ | Team |
| | Hire regional coordinator | | | | | | | | | ■ | | | | LS |
| | Set up office | | | | | | | | | ■ | | | | LS, RC |
| | Hire administrative assistant | | | | | | | | | | ■ | | | RC |

| | | | | | | | | | | | | | | |
|---|---|--|--|--|--|--|--|--|--|---|---|---|---|--------|
| | Finalize MOU's with partner NGO's | | | | | | | | | | ■ | | | RC |
| Inventory of Research on Rural Women's Access to Justice | Coordinate data collection from partner NGO's | | | | | | | | | ■ | ■ | ■ | | |
| | Coordinate data and links to web sites | | | | | | | | | ■ | ■ | ■ | | |
| | Establish list | | | | | | | | | | | ■ | ■ | |
| | Create CD-rom of materials | | | | | | | | | | | | ■ | |
| | Publish Best Practices report | | | | | | | | | | | | ■ | |
| Capacity Building for Civil Society Organizations | Identify NGO's for capacity building trainings | | | | | | | | | | ■ | | | RC, LS |
| | Identify trainers | | | | | | | | | | | ■ | | RC, LS |
| | Draft plan for trainings and other opportunities for regional participation | | | | | | | | | | | | ■ | RC |
| Advocacy | Complete advocacy manual | | | | | | | | | | ■ | | | RC |
| | Send manual to regional partner NGO's to adapt to regions | | | | | | | | | | | ■ | | RC |
| | Publish field copy | | | | | | | | | | | | ■ | RC |
| Public Awareness | Document rural women's lack of access to justice | | | | | | | | | | ■ | ■ | ■ | RC |
| | Begin participatory radio program development | | | | | | | | | | | | ■ | RC, LS |

PD = Project Director
PA = Project Administrator

RC = Regional Coordinator

AA = Administrative Assistant

LS = Legal Specialist

Regional Action Plan October 2004 through September 2005

| October 2004 - Sept 2005 | | | | | | | | | | | | | | |
|---|--|-----|-----|-----|-----|-----|-------|-------|-----|------|------|-----|------|---------------------|
| Southern Africa | | | | | | | | | | | | | | |
| Objectives | Activities for Achievement | Oct | Nov | Dec | Jan | Feb | March | April | May | June | July | Aug | Sept | Responsible Parties |
| Management | Ongoing management structure and personnel policies | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | Team |
| | Maintain communications strategy between local office and DC | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | Team |
| | Ensure compliance with USAID financial regulations and Chemonics home-office accounting procedures | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | Team |
| | Monitor and track project funds | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | Team |
| | Maintain communication with EGAT/WID (CTO and CO) and missions | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | Team |
| | Review program implementation progress against work plan (monthly) | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | Team |
| | Maintain M & E Systems | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | Team |
| | Collect information and examples for best practices report | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | Team |
| | Prepare quarterly and annual reports | | | ■ | | | ■ | | | ■ | | | ■ | Team |
| | | | | | | | | | | | | | | |
| Inventory of Research on Rural Women's Access to Justice | Ongoing updating of material | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | LS, RC |
| | Additions to best practices | | | | | | | | | | | | ■ | LS |
| Capacity Building for Civil Society Organizations | Develop training agenda | ■ | | | | | | | | | | | | LS, RC |
| | Prepare training materials | ■ | ■ | ■ | | | | | | | | | | LS, RC |

| | | | | | | | | | | | | | | |
|-------------------------|--|---|---|---|---|---|---|---|---|---|---|---|---|--------|
| | Hold six regional trainings | | | | | ■ | ■ | ■ | ■ | ■ | ■ | | | RC |
| Advocacy | Trainings for rural women's groups in advocacy | ■ | ■ | ■ | | | | | | | | | | RC |
| | Include advocacy in rural -- program content | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | RC |
| | Launch rural radio program | | | | | | ■ | | | | | | | RC |
| | Continue to update advocacy manual for best practices report | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | LS |
| | Regional advocacy seminar | | | | | | | | | | ■ | | | LS, RC |
| Public Awareness | Prepare content for public awareness | ■ | ■ | ■ | ■ | ■ | | | | | | | | RC |
| | Launch campaigns | | | | | | ■ | | | | | | | RC |
| | Ongoing content provision | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | RC |
| | Compilation of best practices | | | | | | | | | | | | ■ | LS |

PD = Project Director
PA = Project Administrator

RC = Regional Coordinator

AA = Administrative Assistant

LS = Legal Specialist